

JOB DETAILS:

Job Title	Integrated Cluster Network Service Manager
Pay Band	Band 8a/ LA Grade 15
Hours of Work and Nature of Contract	To be completed on recruitment
Division/Directorate	Primary, Community & Mental Health Division Bridgend Locality
Department	District Nursing
Base	To be completed on recruitment

ORGANISATIONAL ARRANGEMENTS:

Managerially Accountable to:	Integrated Community Services Manager: Community Networks
Reports to: Name Line Manager	Jason Howells
Professionally Responsible to:	Professionally Accountable to Registrants Lead Professional Manager eg Deputy Head of Nursing, OT, Physio



Professional Accountability will be confirmed on appointment, should this vary from the above mentioned manager.

The Integrated Cluster Network Team's (ICNT) function is to work in one of three defined geographical cluster networks in Bridgend County Borough, in the delivery of preventative, pre-emptive, reactive and rehabilitative community health and social care services, as well as the arrangement and delivery of pre-emptive care planning and managed care and support, to the residents of the community cluster network. The ICNT is the focus of support in the community; the team mainly focusses on older people and the issues of frailty, and on physically disabled people who are affected by long-term complex and adverse conditions. The ICNT currently includes the operational management of district nursing, social work and integrated therapy, including OT, Physio, SLT and CPN.

Be the lead for the ICNT, interpreting national policy and advising on the correct implementation of policy.

- Have operational and developmental responsibility for the management of the Integrated Cluster Network Team (ICNT) as well as contributing to the strategic development of the service within the Bridgend part of the Primary and Community Services In Bridgend ILG.
- Manage a range of integrated multi-professional services that are multiagency, multidisciplinary, cost-effective, efficient and responsive.
- Be responsible for budget management and the performance of the ICNT, as well as supporting health and social care services to form, implement and deliver on the agreed integrated strategic direction for older and physically disabled people.
- Ensure that effective communication mechanisms are in place within the team to engage staff, recognising the particular challenges associated with a dispersed and multi-disciplinary workforce.
- Provide professional advice to the Integrated Community Services Manager for the Community Networks, The Head/Deputy of Nursing and Head of Adult Social Care as a member of the management team.
- Communicate sensitive information to a range of different agencies requiring persuasive and negotiating skills.
- To deliver high impact presentations on rebalanced models of service delivery and the role of the ICNT to all stakeholder groups, including people, their families and carers, third sector and other local and national professional groups and bodies.
- To provide and receive highly complex, highly sensitive or highly contentious information, where developed persuasive, motivational, negotiating, training, empathic or re-assurance skills are required. This may be because there are barriers to understanding.
- Ensure robust assessment and intervention processes are followed in line with the Health Board and Council's policy and frameworks.
- Ensure staff participation in an integrated and co-ordinated approach to Integrated Assessment and intervention plans, that involve the contribution of other agencies and networks, to deliver outcome focused person centred support plans that maximise independence and minimise risk.

- Responsible for ensure that ICNT procedures, assessments and interventions and care pathways are provided within relevant health and social care legislation, performance and standards, including where people are expected to work across traditional organisational boundaries.
- Support the delivery of a common access point to community services and working closely with the Common Access Point Manager and the Integrated Community Services Manager for the Community Resource Team Services, to ensure that individuals receive the right service from the right professional at the right time in the right place.
- Develop, implement and evaluate long term plans, systems, and protocols and strategies for service delivery.
- Monitor the performance of the ICNT against agreed service outcomes in line with joint strategic plans, key performance indicators and other key national and local targets and service user satisfaction.
- Monitor capacity management levels and ensure adequate staff cover across the service at all times to continue to deliver services, and to monitor and highlight risk.
- Responsible for risk management strategies, particularly for example, for lone working, and that appropriate arrangements to minimise and manage the risk factors are identified.
- Manage compliments, complaints and incidents related to the ICNT through the appropriate agency protocols to minimise risk and improve service delivery. This will include investigating both clinical and non-clinical incidents.
- Ensure compliance and promote achievement of national minimum standards and regulations in health and social care.
- Ensure systems in place to monitor staff adherence to mandatory training and appraisal processes.
- Work closely with the Integrated Community Services Manager to develop systems and processes which ensure effective clinical governance across the service.
- Promote and maintain independence, choice and control of citizens, enabling them to live confidently at home.
- Ensure that the team delivers high-quality services, that respects people using services, as well as their families and carers', choices and preferences
- Works to promote the highest standards of practice and governance in the delivery of services, developing and continually improving services, based on best evidence and practice.
- Ensure that the professional supervisors of practitioners maintained practice within clinical governance and professional registration standards.
- To provide highly specialised advice and expertise on the delivery of care for older and physically disabled people to the Integrated Community Network Team members, the Integrated Community Services Manager, The Head/Deputy Head of Nursing and Head of Adult Social Care as required.
- Apply highly complex advanced and specialist clinical/practice and analytical skills underpinned by advanced theoretical knowledge of professional practice, to maintain professional registration as appropriate.
- Take a lead role, working with others to ensure systems for safeguarding, quality and patient and service user safety are in place and functioning effectively, including the implementation of Safeguarding procedures across agencies.

CAJE Reference RYL/2020/0314 (30.10.2020)

Integrated Cluster Network Service Manager (Band 8a)

- Develop and review key information reports to continually monitor the integrated performance and outcomes, to maintain the standard of service delivery, against key performance indicators and other key national and local targets.
- Ensure staff monitor and record information and data to fulfil the performance management requirements of all partner agencies.
- Utilise performance data, to identify unmet needs and service shortfalls to inform resource and wider service planning mechanisms of the Health Board, and the Local Authority.
- To be the designated professional lead (nursing, social work, or therapy) according to professional background, for the Bridgend area of the Bridgend ILG's Integrated Cluster Network Teams.
- Directly lead and line manage the ICNT staff to ensure a high standard of professionalism efficiency effectiveness and innovation in the delivery of services.
- Provide clear objectives to managers, team leaders and senior staff within the ICNT ensuring individual development plans are progressed.
- Contribute to the development and delivery of a clinical leadership approach to service delivery and actively support the development of clinical leadership skills.
- Ensure the effective recruitment, management and development of the ICNT workforce, including robust application and adherence of all HR policies including disciplinary and grievance.
- Ensure that professional codes of practice and standards are implemented, monitored and evaluated and any concerns are escalated appropriately.
- Deploy staff effectively, review roles and skill mix of staff to deliver the best possible services within the resources available.
- Develop an integrated programme for learning and development in partnership with the training/organisational development teams of the relevant organisations.
- Ensure that the practice and intervention of the ICNT is lawful and conducted in a proportionate and appropriate manner, in the best interest of those receiving services and their families and carers.
- Utilise and analyse highly complex performance information on integrated care, to inform plans for future service options models, and to address risks to independence and care needs.
- Review service delivery appropriate to maximise efficiency and effectiveness for patients, service users and staff, using benchmarks and comparative analysis to inform priorities.
- Manage and monitor the budget associated with the ICNT services within the agreed integrated financial frameworks, ensuring financial balance and cost improvement programmes and cash releasing efficiency schemes are delivered.
- Ensure that effective workforce controls are in place with regard to vacancies, annual leave, professional and study leave use of bank agency and overtime.
- Liaise with facilities management to ensure that the maintenance and day to day management of the building is acceptable as a service delivery point.
- Accept responsibility for petty cash / people using services' money; to ensure financial regulations are complied with, as required.
- Lead the ICNT to ensure: a culture of continuous improvement; professional excellence; and the sharing of best practice across organisations.

CAJE Reference RYL/2020/0314 (30.10.2020)

Integrated Cluster Network Service Manager (Band 8a)

- Develop systems of quality assurance and detailed audit to evidence service user and stakeholder satisfaction with the ICNT services.
- Develop the ICNT and transform where necessary, remodelling existing teams, aligning and amalgamating other services to support a re-balanced model of county borough wide integrated community health and social care services in the context of the developing integration agenda.
- Research and bench mark service nationally and internationally to determine best practice and innovation in the delivery of ICNT services.
- Ensure that the skills, policies and procedures of both organisations are delivered within the national guidance, regulation and standards.
- Be a member of and offer professional support and advice to the Community Cluster Network Boards.
- Develop and implement a range of protocols and pathways which impact across the range of multidisciplinary and multi-professional teams and services in the ICNT.
- Ensure the ICNT function is proactive and influential in its contribution to the health board's and council's strategic and operational plans.
- Develop ICNT services to meet operational and strategic plans which will include seven day working.
- Mainstream equalities best practice into the work and development of ICNT, in the context of the evolving integration agenda.
- Undertake line management responsibility for ICNT, in accordance with appropriate organisational policies, as required etc. that exposes the post holder to emotional or distressing circumstances, including imparting unwelcome news.
- Adopt a flexible approach to the duties of the post; continually reviewing and taking into account changing County Borough and Community cluster Network needs, in the ongoing development of Community Health and Social Care service provision.

PERSON SPECIFICATION

The knowledge to be measured is the minimum needed to carry out the full duties of the job to the required standards. Qualifications should be used to provide an indicator of the level of knowledge required. Training and experience is also a means of acquiring the knowledge required for a job such as on-the-job training, short courses and experience to an equivalent level of knowledge which should be specified.

NOTE: Please do not use the number of years experience as this is potentially discriminatory and these will be returned. It is essential that managers concentrate on the sorts of skills and qualities needed to fulfil the duties of the post.

ATTRIBUTES	ESSENTIAL	DESIRABLE	METHOD OF ASSESSMENT
Qualifications and/or Knowledge	<p>A recognised professional qualification and registration in health or social care</p> <p>Educated to Masters level or equivalent experience and/or evidence of post qualifying study at masters level</p> <p>Management qualification or evidence of competence</p> <p>Evidence of continuing professional and personal development, education and training</p> <p>Knowledge of relevant health and social care legislation, governance, regulation and record-keeping requirements</p> <p>Knowledge of current issues and best practice relating to intermediate care and integrated service provision</p> <p>Knowledge and understanding of the application of health and social care eligibility criteria</p> <p>Knowledge and understanding of performance management</p>	<p>Knowledge and understanding of the registration requirements and processes of the CIW/ HIW</p> <p>Knowledge and understanding of statutory and legislative requirements e.g. Health and safety, equalities</p>	<p>Application Form</p> <p>Pre employment checks</p> <p>Interview</p> <p>References</p>
Experience	<p>Experience required to fulfil the post.</p> <p>Experience of managing leading multidisciplinary multi-professional teams,</p>	<p>Experience of developing plans and policies at a strategic level</p>	<p>Application Form</p> <p>Interview</p> <p>References</p>

	<p>successfully bringing together staff across different organisational boundaries especially health and social care</p> <p>Experience of dealing with a range of human resource issues</p> <p>Experience of budget and resource management, performance management and delivering to service targets</p>	<p>Experience of engagement with individuals, their families, carers and stakeholders in service delivery and planning</p> <p>Experience of leading successful service change programmes</p>	
Aptitude and Abilities	<p>Commitment to improving services to patients, individuals and citizens</p> <p>Ability to lead and motivate teams and inspire confidence</p> <p>Ability to communicate highly complex, sensitive or contentious information where there may be co-operation required or barriers to understanding.</p> <p>Ability to communicate effectively and manage conflict across professional and organisational boundaries</p> <p>Ability to organise complex activities which require the formulation and adjustment of plans</p> <p>Ability to find innovative and creative solutions</p> <p>Willingness and ability to express views and opinions in corporate and partnership settings</p> <p>To effectively communicate highly complex information to a variety of stakeholders</p> <p>Ability to monitor equality issues affecting service delivery</p>	<p>Ability to speak Welsh</p>	<p>Interview References</p>

	<p>Ability to evaluate and action issues of clinical governance, complements and complaints</p> <p>Computer literate with an ability to use Microsoft office packages, health board and local authority ICT systems</p> <p>Numeracy and analytical skills to interpret research data</p> <p>Ability to be independently mobile within a geographical area</p> <p>Ability to deal with frequent exposure to distressing or emotional circumstances.</p> <p>Ability to concentrate where the work pattern is unpredictable.</p>		
Values	Commitment to delivering excellence in customer care		Application Form Interview References
Other	<p>Ability to be independently mobile within a geographical area</p> <p>Ability to deal with frequent exposure to distressing or emotional circumstances.</p> <p>Ability to concentrate where the work pattern is unpredictable.</p> <p>Satisfactory DBS check.</p>		Application Form Interview References

GENERAL REQUIREMENTS

Health Board Employees Only:

- **Values:** All employees of the Health Board and Council are required to demonstrate and embed the Values and Behaviour Statements in order for them to become an integral part of the post holder's working life and to embed the principles into the culture of the organisation.
- **Registered Health/Social Care Professional:** All employees who are required to register with a professional body, to enable them to practice within their profession, are required to comply with their code of conduct and requirements of their professional registration.
- **Healthcare Support Workers:** Healthcare Support Workers make a valuable and important contribution to the delivery of high quality healthcare. The national Code of Conduct for NHS Wales describes the standards of conduct, behaviour and attitude required of all Healthcare Support Workers employed within NHS Wales. Health Care Support Workers are responsible, and have a duty of care, to ensure their conduct does not fall below the standards detailed in the Code and that no act or omission on their part harms the safety and wellbeing of service users and the public, whilst in their care.

- **Competence:** At no time should the post holder work outside their defined level of competence. If there are concerns regarding this, the post holder should immediately discuss them with their Manager/Supervisor. Employees have a responsibility to inform their Manager/Supervisor if they doubt their own competence to perform a duty.
- **Learning and Development:** All staff must undertake induction/orientation programmes at Corporate and Departmental level and must ensure that any statutory/mandatory training requirements are current and up to date. Where considered appropriate, staff are required to demonstrate evidence of continuing professional development.
- **Performance Appraisal:** We are committed to developing our staff and you are responsible for participating in an Annual Performance Development Review and/or appraisal of the post.
- **Health & Safety:** All employees of the organisation have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. The post holder is required to co-operate with management to enable the organisation to meet its own legal duties and to report any hazardous situations or defective equipment. The post holder must adhere to the organisation's Risk Management, Health and Safety and associate policies.
- **Risk Management:** It is a standard element of the role and responsibility of all staff of the organisation that they fulfil a proactive role towards the management of risk in all of their actions. This entails the risk assessment of all situations, the taking of appropriate actions and reporting of all incidents, near misses and hazards.
- **Welsh Language:** All employees must perform their duties in strict compliance with the requirements of their organization's Welsh Language Scheme and take every opportunity to promote the Welsh language in their dealings with the public.
- **Information Governance:** The post holder must at all times be aware of the importance of maintaining confidentiality and security of information gained during the course of their duties. This will in many cases include access to personal information relating to service users.
- **Data Protection Act 1998:** The post holder must treat all information, whether corporate, staff or patient information, in a discreet and confidential manner in accordance with the provisions of the Data Protection Act 1998 and Organisational Policy. Any breach of such confidentiality is considered a serious disciplinary offence, which is liable to dismissal and / or prosecution under current statutory legislation (Data Protection Act) and the HB Disciplinary Policy.
- **Records Management:** As an employee of this organisation, the post holder is legally responsible for all records that they gather, create or use as part of their work within the organisation (including patient health, staff health or injury, financial, personal and administrative), whether paper based or on computer. All such records are considered public records and the post holder has a legal duty of confidence to service users (even after an employee has left the organisation). The post holder should consult their manager if they have any doubt as to the correct management of records with which they work.
- **Equality and Human Rights:** The Public Sector Equality Duty in Wales places a positive duty on the HB to promote equality for people with protected characteristics, both as an employer and as a provider of public services. There are nine protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The HB is committed to ensuring that no job applicant or employee receives less favourable treatment of any of the above grounds. To this end, the organisation has an Equality Policy and it is for each employee to contribute to its success.
- **Dignity at Work:** The organisation condemns all forms of bullying and harassment and is actively seeking to promote a workplace where employees are treated fairly and with dignity and respect. All staff are requested to report and form of bullying and harassment to their Line Manager or to any Director of the organisation. Any inappropriate behaviour inside the workplace will not be tolerated and will be treated as a serious matter under the HB/Trust Disciplinary Policy.
- **DBS Disclosure Check:** In this role you will have * direct / indirect contact with* patients/service users/ children/vulnerable adults in the course of your normal duties. You will therefore be required to apply for a Criminal Record Bureau *Standard / Enhance Disclosure Check as part of the HB/Trust's pre-employment check procedure. *Delete as appropriate.

- The post holder does not require a DBS Disclosure Check. *Delete as appropriate.
- **Safeguarding Children and Adults at Risk:** The organisation is committed to safeguarding children and adults at risk. All staff must therefore attend Safeguarding Children & Adult training and be aware of their responsibilities under the All Wales Procedures.
 - **Infection Control:** The organisation is committed to meet its obligations to minimise infections. All staff are responsible for protecting and safeguarding patients, service users, visitors and employees against the risk of acquiring healthcare associated infections. This responsibility includes being aware of the content of and consistently observing Health Board Infection Prevention & Control Policies and Procedures.
 - **No Smoking:** To give all patients, visitors and staff the best chance to be healthy, all Health Board sites, including buildings and grounds, are smoke free.
- Flexibility Statement:** The duties of the post are outlined in this Job Description and Person Specification and may be changed by mutual agreement from time to time.

For Employees of BCBC

GENERAL DUTIES

Health and Safety

To fulfil the general and specific roles and responsibilities detailed in the Health and Safety Policy

Equal Opportunities

To ensure that all activities are operated in accordance with Equal Opportunities legislation and best practice.

Safeguarding

Protecting children, young people or adults at risk is a core responsibility of all employees. Any concerns should be reported to the Adult Safeguarding Team or Children's IAA Service within MASH.

Review and Right to Vary

This Job Description is as currently applies and will be reviewed regularly. You may be required to undertake other tasks that can be reasonably assigned to you, including development activities, which are within your capability and grade.

CRIMINAL RECORDS CHECK (WHERE APPLICABLE)

This post requires a criminal records check through the Disclosure & Barring Service (DBS)

For All Staff

On appointment you will remain with your current employer and on you current employers' terms and conditions

Signed: (Post Holder) _____ Date: _____

Signed: (Directorate Manager) _____ Date: _____

Signed: (Divisional Manager) _____ Date: _____

Date Job Description compiled: _____

Date for Review: _____

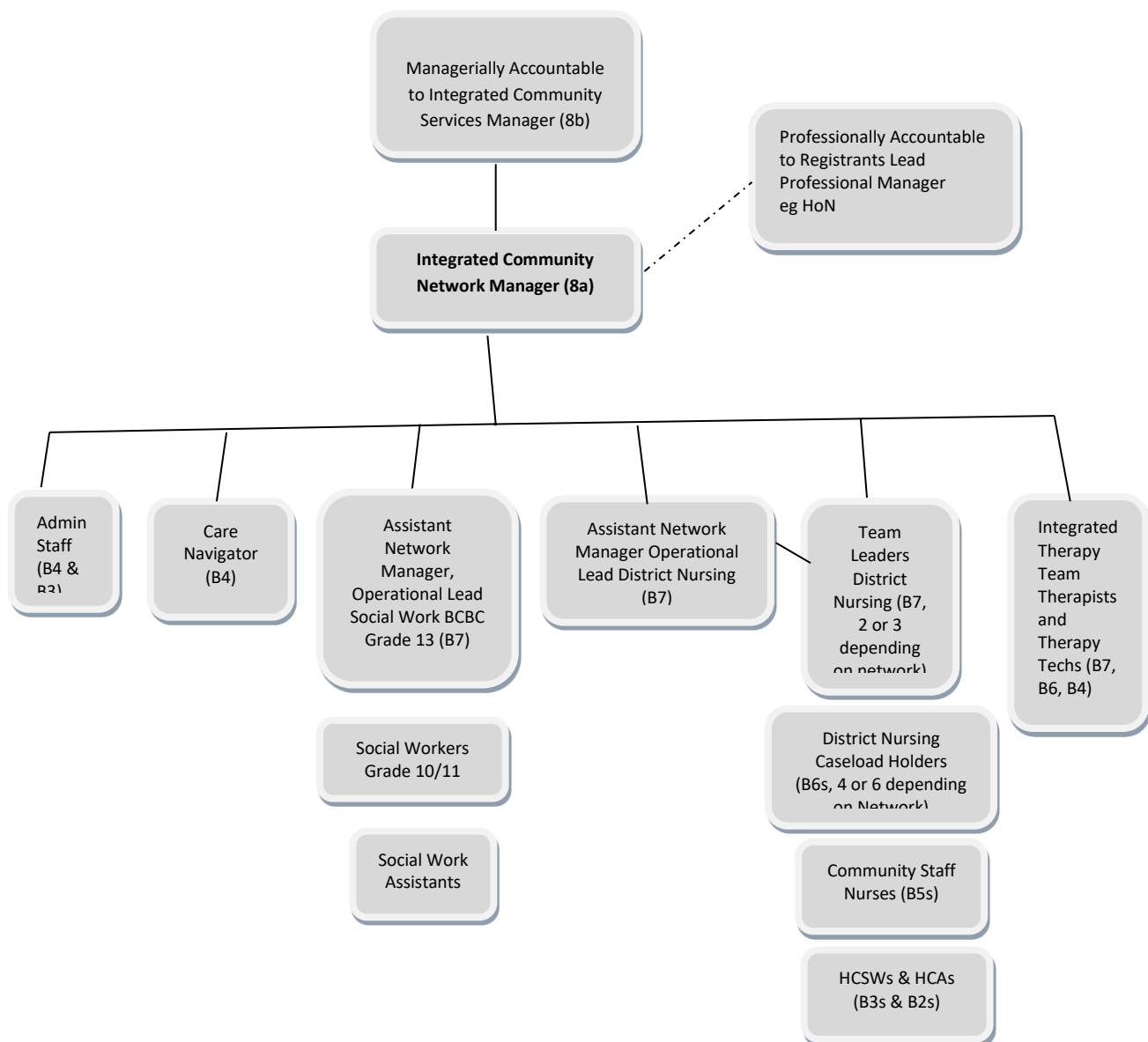
APPENDIX 1

Job Title:_____

Organisational Chart

The Organisational Chart must highlight the post to which this job description applies showing relationship to positions on the same level and, if appropriate, two levels above and below.

Complete, add or delete as appropriate the text boxes below showing the organisational relationships.



Job Title: _____

Supplementary Job Description Information

Please complete information on Physical Effort, Mental Effort, Emotional Effort and Working Conditions in order to assist the Job Matching process.

Physical Effort

This factor measures the nature, frequency and duration of physical effort (sustained effort at a similar level or sudden explosive effort) required for the job.

Please ensure any circumstances that may affect the degree of effort required, such as working in an awkward position; lifting heavy weights etc. are detailed, such as:

'Working in uncomfortable/unpleasant physical conditions; sitting in restricted positions; repetitive movements; lifting heavy weights; manipulating objects; kneeling, crouching, twisting; heavy duty cleaning; working at heights; using controlled restraint; driving as part of daily job - **N.B. Walking /driving to work is not included**'

Examples of Typical effort(s)	How often per day / week / month	For how long?	Additional Comments
The post holders work will be predominantly office based and carried out in a normal office environment.			

Mental Effort

This factor measures the nature, level, frequency and duration of mental effort required for the job, for example, concentration, responding to unpredictable work patterns, interruptions and the need to meet deadlines.

Please identify the normal requirement to concentrate in the post and determine, how often and for how long it is required to concentrate during a shift / working day, e.g. :

'Carrying out formal student assessments; carrying out clinical/social care interventions; checking documents; taking detailed minutes at meetings; operating machinery/equipment; carrying out screening tests/microscope work; carrying out complex calculations; carrying out non-clinical fault finding; responding to emergency bleep; driving a vehicle; examining or assessing patients/clients.

Examples of Typical effort(s)	How often per day / week / month?	For how long?	Additional Comments
There is a frequent requirement for concentration where the work pattern is unpredictable.			
Concentration will be required in the development of strategies, policies and analysis of service provision in the context of a busy and demanding work environment			

Emotional Effort

This factor measures the nature, frequency and duration demands of the emotional effort required to undertake clinical or non clinical duties that are generally considered to be distressing and/or emotionally demanding.

Please identify how often the post holder has exposure to direct and/or indirect distressing and/or emotional circumstances and the type of situations they are required to deal with.

For example, 'processing (e.g. typing/transmitting) news of highly distressing events; giving unwelcome news to patients/clients/carers/staff; caring for the terminally ill; dealing with difficult situations/circumstances; designated to provide emotional support to front line staff; communicating life changing events; dealing with people with challenging behaviour; arriving at the scene of an accident.' **N.B. Fear of Violence is measured under Working Conditions**

Examples of Typical effort(s)	How often per week / month?	For how long?	Additional Comments
Work in an operationally demanding and changing work environment and be responsive and flexible in approach			
There is frequent exposure to distressing or emotional circumstances.			

Working Conditions

This factor measures the nature, frequency and duration of demands on staff arising from inevitably adverse environmental conditions (such as inclement weather, extreme heat/cold, smells, noise and fumes) and hazards, which are unavoidable **(even with the strictest health and safety controls)**, such as road traffic accidents, spills of harmful chemicals, aggressive behaviour of patients, clients, relatives, carers.

Please identify unpleasant working conditions or hazards which are encountered in the post holder's working environment and establish how often and for how long they are exposed to them during a working day / week / month.

Examples are – use of VDU more or less continuously; unpleasant substances/non-household waste; infectious material/foul linen; body fluids, faeces, vomit; dust/dirt; fleas/lice; humidity; contaminated equipment or work areas; driving/being driven in normal or emergency situations - ***Driving to and from work is not included**

Examples of Typical Conditions	How often per week / month?	For how long?	Additional Comments
Required to travel between operational and organisational sites in the delivery of duties			
There will be long periods of continuous VDU usage.			